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313 N. Figueroa Street Rm. 912
Los Angeles, CA 90012

Tel: (213) 240-8101
Fax: (213) 481-0503


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*To improve health
through leadership,
service and education.*

March 5, 2007

REVISED

TO: Each Supervisor

FROM: Bruce A. Chernof, M.D. 
Director and Chief Medical Officer

SUBJECT: **NURSING STRATEGIC PLAN AND RECRUITMENT AND
RETENTION UPDATE OCTOBER 1 – DECEMBER 31, 2006**

Attached for your review is a quarterly update on the progress of the strategic plan initiatives as well as a report on nurse recruitment and retention for the period of October 1, 2006 through December 31, 2006.

Nursing Strategic Plan Update

I. Recruitment

Recruitment statistics, as reflected in Attachments I & II, demonstrate that through our recruitment efforts, DHS experienced an increase in recruitment of experienced RNs and international RN graduates. We also continue to hire graduates from California Community Colleges.

II. Registry Reduction Plan

Efforts are focused toward reducing registry utilization as part of the budget deficit management plan. Certified Nursing Attendant (CNA) hiring and Registered Nurse (RN) hiring continues with 69 CNA's and 119 RN's hired during the fourth quarter (see Attachment III), resulting in a correlated drop of registry use.

III. Centralized Database

All recruitment and retention statistics are being tracked and trended using a centralized database. The information provided by the facility nurse recruiters includes:

- Number of new hires and terminations (see Attachment III & IV)
- Reasons for declining employment (see Attachment V)
- Reasons for terminations (see Attachment VI)



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III. Centralized Database (cont'd)

A database has been established to track return on investment (ROI) from job fairs, advertising venues, etc. The information provided by the facility nurse recruiters includes:

- RN Recruitment from Nursing Schools (see Attachment I)
- RN Hiring Sources (see Attachment II)

IV. Website

The redesigned nursing recruitment website has been launched and will continue to undergo changes to provide more descriptive details on content information. Hyperlinks, quick links, recruitment calendar, job search, FAQs, comments/suggestions, facility maps, and research engine have been incorporated to provide an easier and more friendly navigation throughout the website, giving it a more intuitive interface.

V. Retention

A standardized exit interview format is being developed and results of exit interviews will be trended. Results of exit interviews will be shared with facilities and an action plan will be developed to respond to issues identified during the interviews. Preliminary findings indicate the majority of resignations/transfers from Registered Nurses are due to retirement and personal reasons. This quarter, a significant number of nurses resigned and/or were reassigned from King/Drew Medical Center hospital to other facilities causing a higher number of transfers than usual.

Nurse Recruitment and Retention Programs

Employee Referral Award Program (ERAP): This recruitment and retention program enhances recruitment of hard-to-fill licensed RN positions. This program awards current Department of Health Services (DHS) employees for referring RN's to work for DHS. If a referred RN is hired, the DHS employee can receive up to \$1,000. During this reporting period, the Office of Nursing Affairs received fifty (50) referrals and a total of twelve (12) applicants were hired. From January 2006 to December 2006, the Office of Nursing Affairs has received a total of 180 employee referral award applications and 82 of those have been hired as of December 2006. There has been a steady increase of 29.2% in ERAP, with the third quarter being the highest. During the months of October, November and December, sign-ups were down because of the holidays.

Tuition Reimbursement (TR): This retention program continues to be an effective method of providing financial assistance to DHS employees pursuing a nursing education. This program is now centralized under the Office of Nursing Affairs, which has shortened the time it takes to receive reimbursement from several months to an average of 30 days or less. From January 1, 2006 to December 31, 2006, a total of \$302,287.00 in TR has been distributed to DHS employees.

Relocation Incentive Program (RIP): This recruitment strategy provides financial assistance to registered nurses who relocate from at least 200 miles outside of Los Angeles County and work for DHS for a minimum of one year. Two (2) new hires received the Relocation Incentive monetary award during this reporting period.

Tutoring and Mentoring Programs at East Los Angeles Community College, Glendale Community College, and Los Angeles Valley College:

Efforts to establish visibility and a presence at the three (3) nursing schools involved in the Tutoring and Mentoring programs have continued. The goal is to increase employment of the student nurses and graduates at DHS facilities. The Office of Nursing Affairs staff and faculty from the three nursing schools have been hosting career day recruitment activities to assist in nursing recruitment efforts prior to their upcoming graduations.

East Los Angeles Community College (ELAC) School of Nursing

- All students received DHS Tutoring and Mentoring Program services
- 6 ELAC graduates were hired as staff nurses/interim permittees for DHS
- 85.14% of the graduates passed National Council Licensure Examination (NCLEX)
- From January 1, 2006 through December 31, 2006, a total of 33 students were hired. This represents a 73% increase in the third and fourth quarter as compared to the first two quarters of 2006.

Glendale Community College (GCC) School of Nursing

- All students received DHS Tutoring and Mentoring Program services
- 1 GCC graduate was hired as a staff nurse/interim permittee for DHS
- 87.72% of the graduates passed NCLEX
- From January 1, 2006 through December 31, 2006 a total of 8 students were hired. This represents a 75% increase in the third and fourth quarter as compared to the first two quarters of 2006.

Los Angeles Valley College (LAVC) School of Nursing

- All students received DHS Tutoring and Mentoring Program services
- 2 LAVC graduates were hired as staff nurses/interim permittees for DHS
- 77.55% of the graduates passed NCLEX
- From January 1, 2006 through December 31, 2006 a total of 35 students were hired. There has been a constant 49% hiring pattern throughout 2006.

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College of Nursing and Allied Health (CONAH)

Recruitment at the CONAH continued with the goal of increasing employment of student nurses and retention of the graduates at DHS facilities.

The following recruitment strategies were provided during this quarter:

- Nurse Intern Program
- Resume Writing Presentations
- Employment Opportunities Presentation
- Recruitment Table at CONAH
- Nursing Job Fair
- Area Hosted Open House

CONAH hiring statistics during this reporting period:

- 11 CONAH graduates were hired as staff nurses/interim permittees for DHS
- 5 CONAH nursing students were hired as student nurse workers for DHS
- 83.96% of the graduates passed NCLEX
- From January 1, 2006 through December 31, 2006 a total of 98 students were hired. This represents a 64% increase in the third and fourth quarter as compared to the first two quarters of 2006.

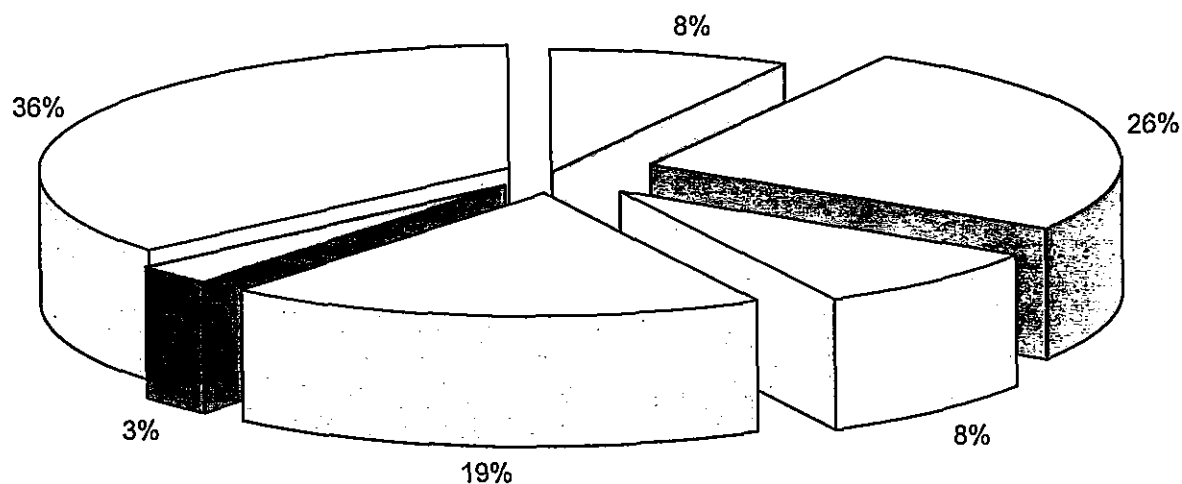
If you have any questions or need additional information, please let me know.

BAC:lq
501:010

Attachments

c: Chief Administrative Officer
County Counsel
Executive Officer, Board of Supervisors
Chief Nursing Officer/Director of Nursing

**LOS ANGELES COUNTY DEPARTMENT OF HEALTH SERVICES
OFFICE OF NURSING AFFAIRS
REGISTERED NURSE RECRUITMENT FROM NURSING SCHOOLS
FOURTH QUARTER REPORT
OCTOBER 1, 2006 THROUGH DECEMBER 31, 2006**



☐ College of Nursing Allied Health

☐ International (Philippines, China, Ghana, etc.)

☐ California Universities (CSULA, CSULB, etc.)

☐ California Community Colleges (ELAC, LAVC, etc.)

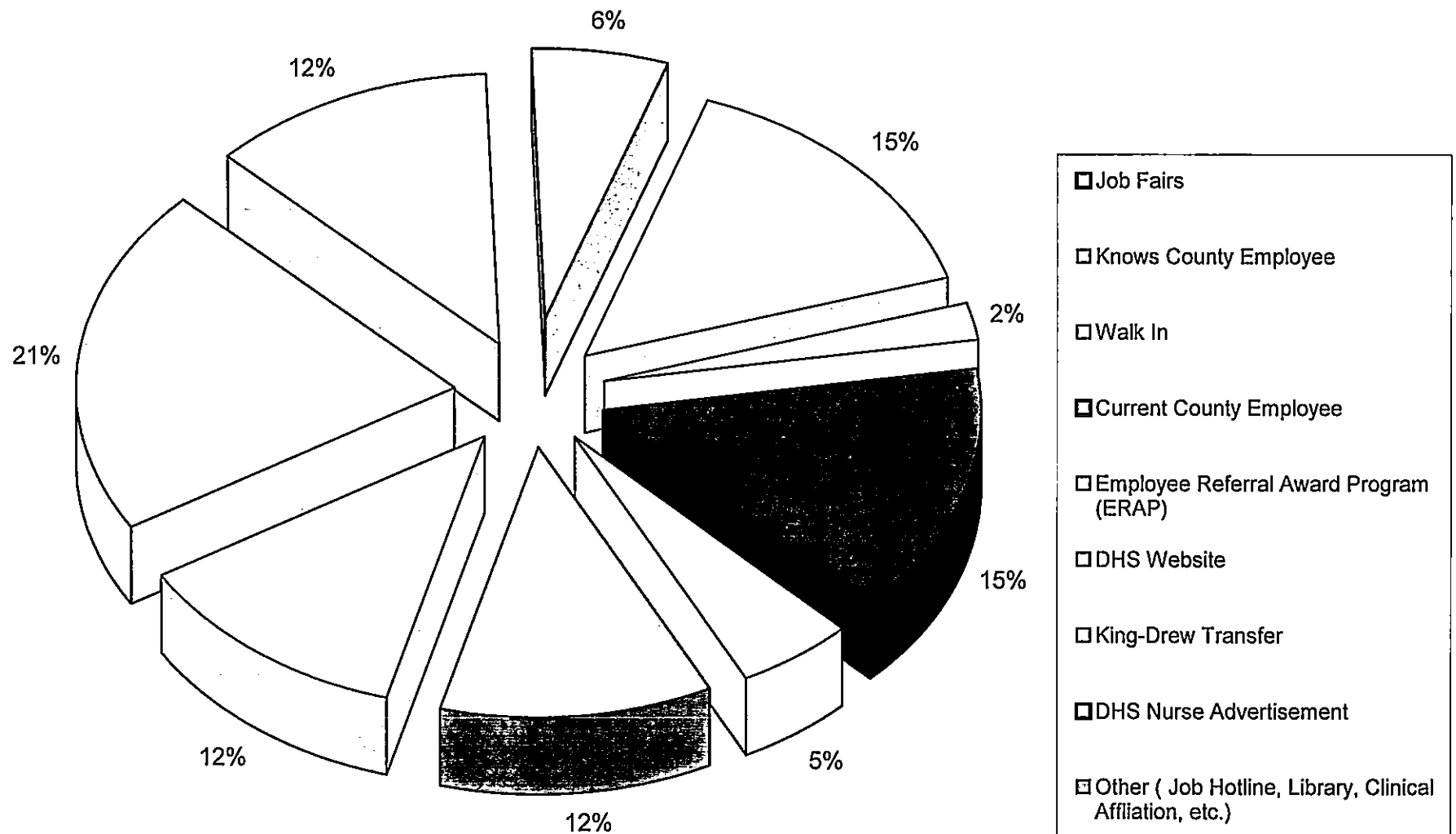
☐ Out of State Schools (Univ of New York, Univ of Miami, etc.)

☒ Experienced RN (Not New Grads)

Note: There was a 6% increase from last quarter in new hires for experienced RN's
Additionally, there was a 15% increase from last quarter in new RN hires from International Schools

Total Number of RN's Hired = 119

LOS ANGELES COUNTY DEPARTMENT OF HEALTH SERVICES
OFFICE OF NURSING AFFAIRS
REGISTERED NURSE HIRING SOURCES
FOURTH QUARTER REPORT
OCTOBER 1, 2006 THROUGH DECEMBER 31, 2006



Note: The 15% for MLK-Harbor reflects RN transfers to DHS facilities

Total Number of RN's Hired = 119



LOS ANGELES COUNTY - DEPARTMENT OF HEALTH SERVICES
 OFFICE OF NURSING AFFAIRS
 FACILITY-WIDE NURSING RECRUITMENT AND RETENTION REPORT
 OCTOBER 1, 2006 THROUGH DECEMBER 31, 2006



REVISED

	REGISTERED NURSE	LICENSED VOCATIONAL NURSE	NURSING ATTENDANT	STUDENT NURSE WORKER SR. STUDENT NURSE WORKER
New Hires	119	40	69	10
Terminations	90	19	33	5
Net gain	29	21	36	5

DEPARTMENT OF HEALTH SERVICES
Registered Nurse Fourth Quarter Report
January 1, 2006 through December 31, 2006
New Hires and Terminations

Attachment IV

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total Year to Date
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Department of Health Services (All Dept #s)	Incomings	51	49	65	63	50	37	56	32	47	42	47	30	569
	Terminations	58	51	51	39	44	31	25	28	39	24	41	25	456

High Desert Healthcare System (Dept 130)	Incomings	0	0	1	2	2	1	1	0	2	2	0	1	12
	Terminations	1	0	0	0	1	2	0	1	0	1	1	1	8

LAC+USC Healthcare Network (Dept 160)	Incomings	28	18	30	26	22	12	22	11	30	15	14	10	238
	Terminations	31	16	22	17	14	14	4	9	16	3	5	2	153

Harbor/UCLA Medical Center (Dept 200)	Incomings	16	13	15	17	15	9	8	9	5	8	23	9	147
	Terminations	16	10	14	10	12	3	4	8	7	7	5	2	98

King/Drew Medical Center (Dept 225)	Incomings	2	9	7	8	3	6	5	2	3	6	2	1	54
	Terminations	4	12	10	3	6	6	9	5	5	3	23	14	100

ValleyCare Olive View/UCLA Medical Center (Dept 240)	Incomings	3	7	10	5	7	8	18	9	6	9	5	5	92
	Terminations	4	8	3	6	5	3	4	3	9	10	6	5	66

Rancho Los Amigos National Rehabilitation Center (Dept 260)	Incomings	2	2	2	5	1	1	2	1	1	2	3	4	26
	Terminations	2	5	2	3	6	3	4	2	2	0	1	1	31

January 06 - June 06 Data Source: CWTAPPS

January 06 - December 06 Data Source: Nurse Recruiter Centralized Data Base

(BA501-010 4th Quarter 2006)

DEPARTMENT OF HEALTH SERVICES
Office of Nursing Affairs
Fourth Quarter Report
October 1, 2006 through December 31, 2006
Reason RN Candidates Decline Employment

Attachment V

REASON CANDIDATE DECLINED EMPLOYMENT	HARBOR/UCLA MEDICAL CENTER	LAC+USC HEALTHCARE NETWORK	RANCHO LOS AMIGOS NAT'L REHAB CTR	OLIVE VIEW MEDICAL CENTER	MLK/KDMC MEDICAL CENTER	TOTAL
1 Accepted another job	1	0	0	0	0	1
2 Did not respond to calls	0	0	0	1	0	1
3 Did not respond to letter	0	0	0	2	0	2
4 Did not show - no reason given	0	0	0	0	0	0
5 Distance	0	0	0	0	0	0
6 Negative publicity\Professional risk	0	0	0	0	1	1
7 Not interested in full-time perm position	0	0	0	0	0	0
8 Not interested in shift offered	3	0	1	4	1	9
9 Not interested in specialty area offered	0	0	0	1	0	1
10 Not interested in work assignment	0	0	0	5	1	6
11 Personal reasons	6	0	0	0	1	7
12 Prefers a higher position	0	0	0	0	0	0
13 Prefers another DHS department	0	0	0	0	0	0
14 Salary too low	2	0	1	0	0	3
15 Unable to attend new hire orientation	2	0	0	0	0	2
16 Unable to clear pre-employment physical	0	0	0	0	0	0
17 No reason given	2	0	0	0	0	2
TOTAL	16	0	2	13	4	35

na = Information not available at time report completed.

DEPARTMENT OF HEALTH SERVICES
Registered Nurse Fourth Quarter Report
October 1, 2006 through December 31, 2006
Reasons for Terminations

Attachment VI

Department Number - Facility or Program	Deceased	Discharged	Failed Medical Exam	Health	Moved	Non County Employment	Other	Personal	Remain at Home	Recurrent Release	Released Temp	Retirement	Return to School	Transfer	Working Conditions	TOTAL
130 - High Desert Healthcare System	0	0	0	0	0	0	0	2	0	0	0	0	0	1	0	3
160 - LAC+USC Healthcare Network	0	0	0	0	0		0	6	0	0	0	1	1	1	0	9
200 - Harbor/UCLA Medical Center	0	2	0	0	1	0	0	6	0	0	1	1	1	2	0	14
225 - King/Drew Medical Center	0	0	0	0	1	1	0	9	0	0	0	2	0	28	0	41
240 - ValleyCare Olive View/UCLA Medical Center	0	0	0	0	0	0	0	8	0	0	0	1	0	10	0	19
260 - Rancho Los Amigos Nat'l Rehab Center	0	0	0	0	0	0	0	1	0	0	0	2	0	1	0	4
TOTAL	0	2	0	0	2	1	0	32	0	0	1	7	2	43	0	90